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On the cover: Micron CEO Sanjay Mehrotra speaks at the annoucement event in October 2022. PHOTO COURTESY OF MICRON TECHNOLOGY







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CHIPS Legislation Fuses New Investment in CNY



Karyn Burns-Gerling



Tiffany Latino-Gerlock

BY KARYN BURNS-GERLING. GOVERNMENT RELATIONS CONSULTANT. AND TIFFANY LATINO-GERLOCK

THE CENTRAL NEW York region made international news this past year when Micron Technology, one of the world's largest semiconductor companies and U.S.based manufacturer of memory storage, announced it would be investing billions of dollars to build a mega chip manufacturing facility in Clay, New York. Micron expects to gradually increase American-made, leading-edge dynamic random-access memory (DRAM) production to 40% of the company's global output over the next decade.

The groundbreaking project was spurred by two pieces of legislation: the CHIPS and Science Act of 2022 and Green CHIPS legislation. President Joseph Biden signed an Executive Order to implement the semiconductor funding in the bipartisan CHIPS and Science Act of 2022, known as the "CHIPS Act," in August 2022. Soon after, New York Governor Kathy Hochul signed the Green CHIPS bill (S.9467/A.10507) into law to allow the state to position itself to benefit from the federal CHIPS Act.

Green CHIPS

Green CHIPS projects are defined as semiconductor manufacturing and related material supplier projects.

The Green CHIPS legislation amends the Excelsior Jobs Tax Credit Program to include Green CHIPS projects and to provide certain special provisions within the program to account for such projects, providing levels of fully refundable tax credits to qualifying companies. The mission of the bill is to reduce the cost of constructing and operating chip fabs in New York state.

To qualify, a company would have to create at least 500 net new jobs and make at least \$3 billion in investment per each 10-year project term, with eligibility for up to 20 years of project incentives. Eligible companies must also adopt sustainability measures to combat greenhouse gas emissions and provide their workers with prevailing



Governor Kathy Hochul addresses the audience at the legislation signing event in August 2022.

PHOTO BY MIKE GROLL/OFFICE OF GOVERNOR KATHY HOCHUL

wage rates. Other eligibility requirements include worker and community investments and sustainability plans.

In a statement released to the press, Governor Hochul stated, "New York is poised to lead the nation in semiconductor manufacturing — and as always, we're doing it in the cleanest, greenest way possible. This transformative legislation, in addition to longstanding investments in this industry and bipartisan action from the federal government, takes a significant step forward in creating jobs and sparking economic growth in New York. If you're looking for a high-tech job or trying to relocate your business, there's no better place than New York state."



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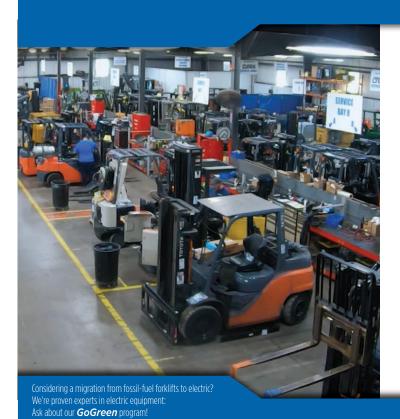








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Governor Hochul signs the Green CHIPS bill at an August 2022 event in Albany.

PHOTO BY MIKE GROLL/ OFFICE OF GOVERNOR KATHY HOCHUL

CHIPS and Science Act of 2022

The CHIPS and Science Act of 2022 will provide more than \$50 billion in semiconductor manufacturing subsidies to help incentivize companies to build, expand, or modernize domestic semiconductor facilities. Specifically, it includes \$39 billion for the CHIPS for America Fund to provide the federal incentives; \$11 billion for Department of Commerce research and development; \$2 billion for the Department of Defense's CHIPS for America Defense Fund: \$200 million for the CHIPS for America Workforce and Education Fund to help boost the domestic semiconductor workforce; and a new Investment Tax Credit for semiconductor manufacturing facilities and equipment. The CHIPS Act includes \$10 billion for Tech Hubs, which consist of universities, economic development groups, industry, rural communities, and local governments, to work on economic development initiatives.

The legislation, drafted and championed by U.S. Senate Majority Leader Charles Schumer, will undoubtedly help bring chip manufacturing back to the U.S., addressing supply chain shortages and national security issues. If you look around the room where you are reading this right

now, you will see many items in your home, car, and office that require semiconductor chips to function. However, most chips are not made in the United States. Currently, only 12% of chips are manufactured domestically, and most global semiconductor production is now occurring in East Asia, according to data from the Semiconductor Industry Association trade group. The ongoing global crisis, in which the demand for integrated circuits (commonly known as semiconductor chips) exceeds the supply, is affecting a wide range of goods and industries. The CHIPS Act will help change this narrative.

Just consider Micron's New York project alone. Regional Economic Models, Inc. (REMI) was retained by Empire State Development to perform an economic and fiscal impact analysis of the Micron facility at the state and local levels. The study found that the project will likely create around 50,000 jobs at the state level during the period of 2025-2055. It also noted that the facility will grow the state economy significantly, adding an annual average of \$16.7 billion in real economic output and more than \$9 billion in real Gross Domestic Product over the same time. This is clearly a transformative project for the Central New York region and beyond.

When announcing that Micron would be coming to Onondaga County, Senator Schumer stated in a release, "After years of work, it's official — Micron is coming to Central New York! With the CHIPS and Science bill I wrote and championed as the fuse, Micron's \$100 billion investment in Upstate New York will fundamentally transform the region into a global hub for manufacturing and bring tens of thousands of good-paying hightech and construction jobs to Central New York. This project is a dramatic turning point for a region that has faced decades of lost manufacturing jobs, and, in combination with New York's already robust microchip industry from the Hudson Valley, Albany, and the Mohawk Valley to Binghamton, Rochester, and Buffalo, it will put Upstate New York on the map in a way we haven't seen in generations."

The CHIPS Act of 2022 and the Green CHIPS bill will continue to pave the way for semiconductor manufacturers to make their home in New York state. Since the passage of these bills, several companies have already announced that they will be expanding their operations in our state or relocating from out of state to New York. When new industry and companies move in, we know it can present workforce and other challenges for existing manufacturers. That is why the MACNY team is committed to developing workforce solutions for all companies and organizations in our community. We will work to develop the talented workforce needed to build and expand upon these new opportunities that focus funding on the future high-tech manufacturing workforce.

The future is bright as the region is poised to become a global leader in the chip manufacturing industry. We are ready to embrace this exciting new future and be an integral part of the modern era of advanced technology made in America - right here in Central New York!

To contact Karyn directly, email kburns@macny.org.



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A Tale of Two Cities



BY CINDY OEHMIGEN, DIRECTOR OF ENERGY & CORPORATE SERVICES

NOT LONG AGO, most people would not have considered Syracuse an up-and-coming metropolis. Over the past few decades many of our large manufacturing companies relocated — for all the wrong reasons, in my opinion. As I watched these companies move out of the area, I struggled to understand the rationale. I understand that labor costs in other cities looked inviting, but developing a new labor force is costly, and not sustainable, as we are now figuring out. Anyone who has known me for a long time has likely heard me tout the reasons why a company

might regret their decision to leave.

There are many attributes of Central and Upstate New York that benefit both employees and employers.

WHAT MATTERS TO INDIVIDUALS (WHO **CONSTITUTE THE WORKFORCE)?**

- An excellent quality of life!
- We have some of the best higher education institutions in the country, all within reasonable driving distance, which can be a plus for recruitment efforts.

- We have incredible support systems for those who choose to pursue career paths in pre-apprenticeship, Registered Apprenticeship, and other STEM careers.
- The cost of living is comparably reasonable to many parts of the country.
- We have beautiful countryside with many outdoor recreational opportunities during every season: lakes, rivers, hiking trails, ski resorts.
- Our weather is not prone to extremes like hurricanes, earthquakes, droughts, wildfires, or mudslides. OK, I will grant you an occasional snowstorm, but we are fairly prepared for those. Move the snow out of the way and go to work!

WHAT MATTERS TO MANUFACTURERS?

- Accessible land.
- Multiple modes of built-out transportation.
- Access to large populations for workforce and
- Quality of workforce, not just quantity of people.
- Communities invested in technology, enabled by our institutions of higher learning.
- Supply chain. If we don't make something here already, it is an attractive area for a company to locate or relocate.
- Most critically, fresh water, and plenty of it.

The Syracuse exodus was the past. Cautious optimism is taking hold; the economic future is looking so much brighter. With larger companies moving to the area, the pressures to fill employment needs are increasing and the emergence of a green energy industry adds to that pressure. Upstate New York is an ideal place to grow a supply chain for these industries specifically. Where better to find vendors than a few hours' drive from solar, wind, hydro, and nuclear project installations and a chip fab?

I am optimistic that the contraction phase for Upstate New York is behind us. But there is so much work still to be done, it is going to take a lot of us to shape our region's new economy.

Shortages in the workforce are not new. I remember several years ago there were projections of masses of Baby Boomers leaving the workforce, creating a knowledge/ experience vacuum that would be difficult to fill. And here we are. I have little doubt this was exacerbated by the COVID pandemic; many people reassessed their finances and true needs and opted to retire early.

And then, as we rounded the COVID curve, the demand for products and services came roaring back as companies struggled to backfill the supply chain pipeline that had



been disrupted. It has been a complicated several months. The work is not over yet, but it is moving in the right direction with lots of lessons learned and lots of motherof-invention creativity on display. I am impressed at the resiliency our community has shown.

What opportunities this situation offers us to solve a common challenge! I am seeing more collaboration between companies and organizations — technically competitors, yet sharing best practices and learning from one another.

Some workforce scarcity has been answered with wage and benefit increases, sign-on bonuses, creative recruiting, and flexible benefits. But these only go so far. Maslow's hierarchy of needs still applies, and while money matters, it is not the only factor. I learned in college that money is not a satisfier, but lack of it is a dissatisfier.

The pandemic taught us much about the importance of



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work-life balance. It also gave us technology to effectively provide workplace flexibility. There is still a significant portion of the workforce that continues to work from home for at least some of their hours — another perk that today's workforce values and that I don't think will go away anytime soon, if ever.

We have also seen a significant increase in demand for apprenticeship programs. The difficulty in finding trained skilled workers is leading many companies to "grow their own" in-house. Not only does this provide an employee who is trained and educated on the specific skills a company is looking for, it is a terrific retention mechanism. When labor is in short supply, the last thing one wants is to lose good employees because they do not see any future growth for their potential.

In our supply and demand economy, demand is still outstripping the supply. While I don't have hard data, I often hear that there just are not enough people, period. Availability of employees will continue to create a challenge.

There are three things I believe to be true:

- Economic growth for the region will continue to drive the need for employees.
- We will need to continue to educate and train.
- We will need to attract employees from outside the region.

With a shortage of people, we will need to get smarter about how we produce products and services. If companies are not actively exploring automation, the challenge will be greater.

If you have doubts about Central New York's ability to accomplish all this, re-read all the reasons this is a great place to be. And one last thought: There is plenty of work for all of us to participate in the new Central and Upstate New York economy, and we are stronger together.

"Sticks in a bundle are not broken." -credited to Aesop and a Kenyan proverb.

To reach Cindy directly, email coehmigen@macny.org.



Is Old New Again?



BY AMY STAGE, DIRECTOR OF APPRENTICESHIP & WORKFORCE DEVELOPMENT

I REPRESENT A first: that is, I am the first in my family to graduate with a college degree. I thought it was the best — and only — option.

Both of my parents worked in manufacturing, but the world changed during their careers, as manufacturing began to shift overseas. My father spent his entire career in manufacturing, but my mom had to find a second career when the employer with whom she'd worked since high

school moved out of the U.S.

Upon my high school graduation, I understood that my parents' career experiences were not available to me, and that I would need a four-year degree, if not a master's, if I wanted any kind of viable career. There was no expectation that manufacturing was going to be a consideration.

Fast forward to 2023 and the world has shifted again. Our experience with COVID-19 demonstrated the shortcomings of having so many eggs in the overseas manufacturing basket. Supply chain disruptions and shipping backlogs that threatened our national interests have forced us to prioritize reshoring manufacturers to the U.S. We're now in the midst of a resurgence of U.S. manufacturing, with all the implications for workforce development and talent pipeline management that come along with it.

Consider this: The manufacturing skills gap in the U.S. could result in 2.1 million unfilled jobs by 2030, according to a new study by Deloitte and The Manufacturing Institute, the workforce development and education partner of the National Association of Manufacturers (NAM).

The manufacturers who have always been U.S.-based tell us that they've long needed a stronger focus on training for skilled positions. MACNY has partnered with New York manufacturers on this challenge with such programs as Advanced Manufacturing



Registered Apprenticeship Programs. MACNY was the first trade association of its kind to obtain approval to sponsor apprenticeships

from the New York State Department of Labor in 2016; the program has exploded since then.

We now anticipate the impact of other major investments in New York manufacturing with recent announcements coming from Edwards Vacuum and Micron (to be located three miles from my house!). Where will the skilled workers to fill these positions come from? The message to high school students — that the only two tracks are college or the military — needs radical transformation. What about a third option: Registered Apprenticeship?

A Registered Apprenticeship is a dynamic career pathway for a graduating senior who might not want to go to a university, who may want to save money while gaining college credits, or who is excited about new technologies. The Industrial Manufacturing Technician (IMT) Registered Apprenticeship is a program that doesn't require advanced technical skills and abilities but prepares a person for a more advanced trade within 16 months. Upon earning a nationally recognized Journeyworker Certification, an individual would be ready to advance. All 16 months of the IMT apprenticeship would stack onto the next trade — for example, a 48-month trade, such as CNC machinist, welder, or maintenance technician, would be reduced to 32 months with prior experience applied.



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If we think of a career path as a highway with several on- and off-ramps, the IMT trade is an on-ramp to more specialized positions. It could also be the entryway to a college degree, as Registered Apprenticeship entails college courses. The Journeyworker IMT is excellent progress toward a basic operator or entrylevel technician position. The individual can then decide if they would like to stay on this road and earn further certification.

The current gap between the number of available manufacturing positions in the U.S. and the number of people trained to fill those jobs is wide and getting wider. We need to think more creatively, like utilizing Registered Apprenticeship as an on-ramp, as we educate our youth to close this gap and to keep the doors open to companies building in our own backyards.

During my 14-plus years in workforce development, I considered Registered Apprenticeship to be an elusive mystery. What I now know is that Registered Apprenticeship should be a top consideration for the talent development of today's youth. The world has changed; college is no longer the only open road, and there are ways to get to college through the Registered Apprenticeship pathway. For those young people who may choose to start working instead of going straight to college, Registered Apprenticeship allows them to earn while they learn.

At MACNY, we understand that one of our imperatives is to ensure that school-aged youth understand that real opportunities exist with Registered Apprenticeship. We will continue to cultivate relationships and build opportunities for our emerging workforce, the next generation of advanced manufacturers.

For more information on workforce development, visit MACNY.org. Let us help you design a training and development program that will ensure the future of your company in this new and exciting manufacturing environment!

To contact Amy directly, email astage@macny.org.









Assemblyman Al Stirpe, right, outside Schneider Packaging with a group of high school students visiting the facility for Manufacturing Day. PHOTO BY DR. TANYA M. EASTMAN

PEB Turns 30: Reflecting on the Past While Envisioning the Future



BY DR. TANYA M. EASTMAN, DIRECTOR OF PARTNERS FOR EDUCATION & BUSINESS, INC.

SINCE ITS INCEPTION, Partners for Education & Business, Inc. (PEB) has been at the nexus of education and the STEM industry in Central New York. In 1993, PEB founder Joseph Vargo (shown above, inset photo) was part of a group of school, business, and community representatives who came together and envisioned an organization that would be built upon partnerships across multiple sectors. The goal was to create an ecosystem

of participation and action focused on helping students in Central New York make better college and career decisions. They sought to leverage the resources of employers, educational entities, and the community to positively impact education and workforce development systems through career exploration and enhancing the skills of individuals in the talent pipeline.

Since that first meeting 30 years ago, PEB has stayed true

to its founding beliefs: workforce development begins well before high school graduation, and there is a need to close the gap between STEM education and industry. The PEB team accomplishes these goals by engaging local employers across STEM business sectors in work-based learning programming both in schools and in the communities they serve.

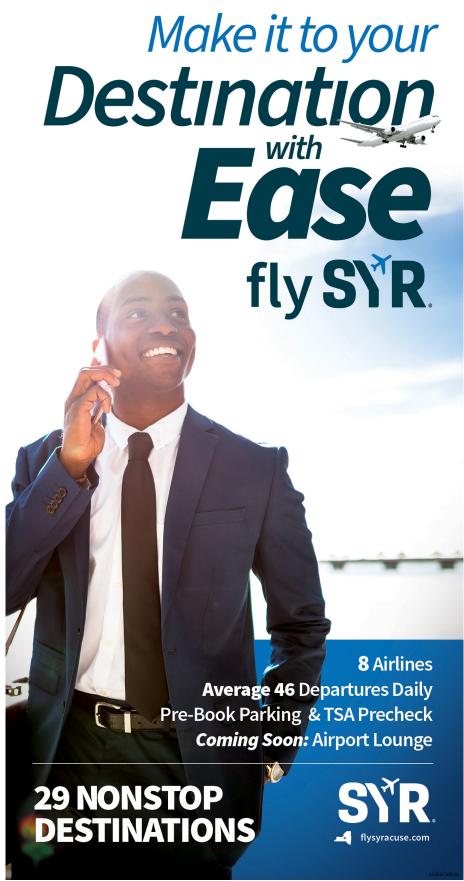
Much has been achieved over the past 30 years and the organization has evolved with the changing landscape to remain relevant. In 2010, PEB became an affiliate of MACNY, which expanded access to a greater number of employers in the region. In 2022, the PEB team served school districts in urban, suburban. and rural communities across Central New York. Over 1,500 students were supported during the 2021-2022 school year through the collaboration of over 100 local STEM businesses that volunteered as career coaches. hosted site visits, provided job shadowing opportunities, and offered internships. The 2022-2023 school year is on track for another successful outcome. Through our associated activities, PEB continues to support the CNY STEM Hub, increasing awareness of STEM and STEM careers in the region. Also, the CNY STEM Scholarship Program administered by PEB, which began 10 years ago with initial funding by SRC, Inc., has grown with the support of numerous employers. It has since exceeded \$800,000 invested and over 60 scholarships awarded to local students. Other initiatives have included a new collaboration with the Museum of Science & Technology in Syracuse to connect middle school girls with female STEM professionals, the CNY Innovation Challenge pitch competition, and coordinating Manufacturing Month every October to expand awareness of the manufacturing industry.

With a mission that is straightforward to understand, but complex to achieve, PEB continues its journey to bridge the gap between industry and education, laser focused on the end goal of preparing students and employers for the local workforce through career exploration and experiences in the STEM industry. Although needs of students, schools, and employers change, supporting the connection between



Medical Assisting students from Henninger High School visit The Haven at Skanda to learn how interacting with animals can support mental health. PHOTO COURTESY OF MACNY.





students and career pathways remains the same. PEB focuses student programming on the fundamentals of workplace success: communication, problem solving, and essential interpersonal skills. PEB also works with employers to support their desires for broader community engagement and a direct pipeline to the future workforce of Central New York. The next generation of talent has a deep desire to find meaning in their work, to make a positive contribution to their organization, and to feel a sense of belonging that is created through culture and organizational values. PEB bridges these two worlds.

As we look to the future, PEB is poised to build on the foundation that was created 30 years ago. With a dynamic team of professionals who represent diverse backgrounds and professional experiences, PEB is well positioned to support the needs of our existing partnerships and explore additional relationships. Over the next year, PEB will scale key programming activities, providing an opportunity to deliver services to additional school-based partners. Working with community-based partners, PEB will expand career exploration programming, with a focus on meeting students where they are outside of school hours. PEB will also strategize additional ways to strengthen partnerships with STEM industry leaders who are investing in their community engagement initiatives and workforce development activities. As our regional industry needs continue to evolve, and as opportunities emerge to support access and opportunities to career pathways that provide living wages, PEB is excited and ready to be at the forefront supporting students and employers. PEB looks forward to the future of Central New York and to the future of all students across the region, including urban, suburban, and rural students. We hope our efforts in creating a stronger community by connecting the STEM industry and education will remain constant for the next 30 years as our local workforce changes and the next generation of talent plots their career pathways.

To contact Tanya directly, email teastman@macny.org.





Workforce Retention



BY PATTY CLARK, ACCOUNTING & BENEFITS MANAGER

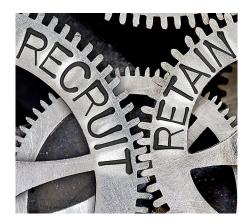
WITH THE SCARCITY of qualified workers and the mounting number of open positions in the workforce, it is more important than ever for companies to retain their current workers. If management thinks, "my staff is happy, they love it here, they will never leave" — think again. With all the available open positions, it is no

longer an employers' market, it is an employees' market. Employers need to be sure their workforce is happy so they won't leave.

While it is still important to recruit the right person for the job, it is now crucial to know how to retain and develop the current skilled workforce. Proper onboarding is necessary. Employees should feel welcomed on their first day. Their work area should be set up with a computer, necessary supplies, phone, etc. They should be shown around the office and introduced to the staff; point out who is responsible for what in the event they need to reach out. A check list is a great idea to show what to expect the first few days. Schedule time with necessary staff to get to know them on a deeper level. It is something we do at MACNY, and I find it very helpful for both parties; it is like an ice breaker. Clearly outlined job duties and expectations are also helpful.

According to experts at go2HR, there are 5 key components to retaining employees.

The first is to know your employees. Find out what makes them happy and what their challenges are through employee engagement surveys as well as small group meetings. Find out what is working and what needs to be addressed, what makes them stay or what would make them look elsewhere for



employment. Be sure to do something with the information collected; if you don't intend to do something with the results, don't bother conducting the survey. Conducting an exit interview is another good way to find out what areas could be improved upon and what areas are working. An employee leaving is more apt to provide honest feedback.

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Another factor is effective leadership and supervisors. Most of us have heard the expression, "People leave managers, not companies," a famous quote by Marcus Buckingham, an English author, motivational speaker, and business consultant based in California. Most supervisors tend to not believe this, but it has been found to have a lot of truth to it. It is important for supervisors to communicate their vision or the vision of the company with the employees and how they play a part in the success of the company. Not all supervisors have the skills to successfully lead a group. Be sure to provide supervisors the necessary training to obtain the needed skills to be a productive and well-respected manager.

Additionally, it is necessary to give your staff the opportunity for development, starting with an effective onboarding process. Be sure to give them the skills to be successful in their position such as assigning a mentor or someone they can work with or learn from. Allow for opportunities to expand their knowledge, such as a class, or a conference, whether it is something the employer suggests or the employee themselves. Be open to suggestions and think, "How can this idea work in our company culture?"

Other key items for retention are creating an employee-centered environment, allowing for a work-life balance, and rewarding and recognizing top performers.

In the great resignation of 2021, 4.5 million workers left their jobs for better wages, new careers, better benefits, and the choice to work remotely. The great resignation has left employers searching for ways to retain the employees who have stayed. It has forced employers to take a look at themselves, how they are perceived by employees, and how they compare to comparable companies. It is no longer a "like it or leave it" mentality, it has become "we want to be the company you want to work for!"

To contact Patty directly, email pclark@macny.org.



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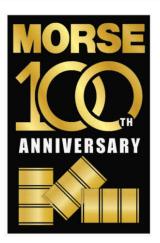
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Onondaga County and Onondaga County Industrial Development Agency welcome Micron to Central New York

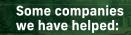




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PRELIMINARY ILLUSTRATION, SUBJECT TO CHANGE, COURTESY MICRON TECHNOLOGY

MUCH ATTENTION HAS already been paid to Micron Technology, following the speculation and then confirmation that the company would open a facility here in Central New York. It's hard to not get excited about the \$100 billion investment and flurry of activity that surrounds the preparations for the largest-ever chip factory in the U.S. In addition to impacting manufacturing and trades, the arrival could transform Onondaga County's most populous town and bring with it opportunities for many.





Bringing Back Leading-edge Memory

FORTY-FIVE YEARS AGO, Micron Technology launched in the basement of a dental office in Boise, Idaho. A four-person team focused on semiconductor design and just two years later, in 1980, Micron broke ground on its first fabrication plant. The company's 64K DRAM (dynamic random-access memory) was found in many early mass-produced personal computers, such as the Commodore 64. In 1984, Micron introduced the world's smallest 256K DRAM. A decade later, the company earned a spot on the Fortune 500 and has since continued to grow into a global leader in the semiconductor industry.

Today, Micron is a technology leader in DRAM and in NAND (a type of flash memory), with its 1-Beta Node and 232-layer NAND memory innovations. Micron has 17 locations worldwide and in the later part of the decade, Central New York will become its newest.

We asked Scott Gatzemeier, Micron's corporate vice president, front end U.S. expansion, to tell us more about why the company chose Central New York for its new megafab (a super-sized fabrication plant) and what Micron hopes to bring to the area.

Micron CEO Sanjay Mehrotra on stage with Senator Charles Schumer, Senator Kirsten Gillibrand, Governor Kathy Hochul, and President Joseph Biden. PHOTO COURTESY OF MICRON TECHNOLOGY



TELL US ABOUT THE PRODUCTS YOU MANUFACTURE.

Micron is a world leader in innovating memory and storage solutions that accelerate the transformation of information into intelligence. We are the only company manufacturing today's major memory and storage technologies including DRAM, NAND, and NOR technology. For over 40 years, we've delivered the world's broadest portfolio of technologies at the center of today's most significant disruptive breakthroughs like Al and autonomous vehicles.

WHAT IMPACT HAS THE COMPANY HAD ON THE INDUSTRY?

Micron continually seeks to extend the frontier of what's possible with memory through our product, technology, manufacturing, and financial leadership. The last few years have been crucial for Micron's growth. In addition to our historic announcements to bring leading-edge memory manufacturing to the U.S., in the last year we also announced that we surpassed 50,000 lifetime patents, started shipping both the world's most advanced DRAM technology with 1-Beta Node and the world's first

A scale model of the proposed Clay, **New York megafab** was on display at the Micron announcement event in October **2022.** PHOTO COURTESY OF MICRON **TECHNOLOGY**

232-layer NAND, and Micron Ventures Fund II committed \$200 million for deep tech startups. We're also making significant progress in achieving bold environmental, social, and governance goals. The company's sustainability commitment is evidence of this, as we aim to achieve net-zero emissions from global operations by 2050. In 2022, Micron was named one of the world's most ethical companies by Ethisphere, a reflection of its team's dedication to the highest standard of integrity.

HOW DO YOU BUILD A CULTURE OF INNOVATION AT MICRON?

People and collaboration are at the center of innovation at Micron. We're a company with a strong history of product development, and the creativity of our great team has allowed us to develop our industry-leading technology, as well as over 50,000 lifetime patents. This means we support curiosity and the art of asking tough questions — we know this is how breakthrough ideas are born. Diversity of experiences, perspectives, and backgrounds are critical for Micron's innovative culture.

WHAT OPPORTUNITIES DO YOU SEE AHEAD?

The passage of the CHIPS and Science Act opened the door to a transformative opportunity for the U.S. This legislation is a major win; it will improve U.S. economic and national security, and drive American innovation and competitiveness for years to come. Following the work of Congress and a strong commitment from New York state, Micron was proud to announce plans for an investment to bring leading-edge semiconductor manufacturing to the Empire State. This investment of up to \$100 billion over the next 20-plus years to construct a megafab in Central New York will boost production of American-made, leading-edge memory that will fuel U.S. technology and manufacturing leadership. We're looking forward to our plans in New York and the cultivation of the next generation of talent, economic opportunities for all, and the support of the region's infrastructure.



Local and state officials gathered with Micron leadership to announce a \$100 billion investment in manufacturing in Central New York. PHOTO COURTESY OF MICRON TECHNOLOGY

WHY DID MICRON CHOOSE NEW YORK?

There were many factors that led Micron to choose Central New York as the home for our new leading-edge memory megafab. The region has a rich pool of diverse talent, including communities underrepresented in technology jobs. The area has much to offer for future Micron employees and families, like urban and outdoor lifestyles, an affordable cost of living, and leading higher education institutions. New York provides strong partnership opportunities with local K-12 education programs, community colleges, and institutions for top engineering and technical talent. There is also a significant military population which aligns with Micron's goals for veteran hiring.

In addition, there is availability and access to clean, reliable power and water to support a project of this scale while achieving our longterm environmental goals. The region has a long history of semiconductor development and manufacturing, and a promising opportunity to expand to the memory sector.

The Town of Clay and Onondaga County are providing key infrastructure support for Micron's new leading-edge semiconductor facility.

HOW WILL MICRON APPROACH RECRUITMENT, TRAINING, AND WORKFORCE DEVELOPMENT?

The U.S. needs a workforce that is trained for jobs in the semiconductor industry at scale, which will require traditional and nontraditional workforce development pathways. There will be a growing demand for talented engineers and technicians with diverse skill sets to manage and operate state-of-the-art clean room facilities and develop advanced engineering solutions. At Micron, we are committed to finding effective workforce development solutions that will expand the workforce and make these careers accessible



A virtual tour was set up for event attendees to experience. PHOTO COURTESY OF MICRON **TECHNOLOGY**

to all, including people from underrepresented and rural communities.

Our commitment to New York extends beyond the megafab. We know that workforce and community development are critical components of the region's future success. From our partnership with OCC to build and outfit a clean room and support the development of the school's technical curriculum, to our work with Syracuse University to support veteran skill development, we are deeply committed to preparing students for a future in this industry and we look forward to deepening our work with MACNY as part of this strategy.

WHAT IS THE EXPECTED TIMELINE FOR **COMING TO CNY?**

Site preparation of the new facility is expected to begin in 2023, with construction beginning in 2024. Production output will ramp up in the latter half of the decade in line with industry demand trends.

HOW DO YOU HOPE TO BECOME PART OF THE CENTRAL/UPSTATE NY MANUFACTURING COMMUNITY?

One of the factors that led Micron to New York was the state's long history of semiconductor development and manufacturing. We look forward to building our relationship with MACNY and joining the broader network in supporting the community's success. We believe that workforce development is critical to ensuring U.S. economic growth — high-quality education and training programs will deliver the skills all employers need for the jobs of the future. We're looking forward to playing a role along with other regional companies in preparing the workforce of the future.

HOW MIGHT YOU PARTNER WITH SCHOOL DISTRICTS OR LOCAL COLLEGES TO DEVELOP **INTEREST IN STEM/MANUFACTURING?**

Our community investments are focused on local education programs and empowering

under-resourced youth to pursue careers in STEM as we aim to build a more diverse and inclusive technology industry at large. We know that cultivating interest at a young age is critical, that's why we are focusing on K-12 programming in addition to post-secondary education.

We're investing \$10 million over 10 years in the first collaborative STEAM school and other K-12 STEM programs in the area and partnering with Syracuse University to support new, diverse faculty whose research and teaching will train the workforce of the future through its Future Professors Fellowship Program. In addition, we're expanding our strategic partnerships with regional universities like Clarkson, RIT, Cornell, and other northeastern universities. This is critical work to expand equitable access to education, increase retention, and prepare all students — including those from underrepresented groups and rural areas for productive and fulfilling careers.





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The One Thing!



BY DAVID FREUND, CHIEF LEADERSHIP OFFICER

WHEN YOU SAW this title, I'm sure you started wondering what it could be about. Or maybe you're one who always looks at a title like that with skepticism. How can there be only one thing? Who says it's the one thing, and can we trust them? After spending the last 10 years being highly intentional about learning as much as possible about leadership growth and development, I am more convinced than ever that what I'm about to explain below is the one thing. It's also something that is perhaps the easiest to achieve and yet is often missed as we pursue the latest ideas put forth by experts.

The one thing that is key to effective leadership and

key to employee retention is, quite simply, employee engagement. Far too often, we overcomplicate the process of employee engagement. Companies spend significant sums of money on employee surveys and programs to gain unique insight. They are looking for some special nuggets that will help them connect with their employees. What is needed is getting to know your people.

In 2017, I had the privilege of sitting in on a training conducted by Maxwell Leadership corporate trainers; these are experts who facilitate training for Fortune 100 companies. At one point in the training, we were asked to select two people we worked with the closest. This was

such an easy task. Two names popped into my head right away, and I wrote them down. Then he asked the tough question: What are their hopes, dreams, and beliefs? This should have been such an easy question. I know them very well. I even know their children's names. To my surprise, I couldn't answer what their hopes, dreams, and beliefs were. This lack of knowledge pierced my awareness. Was it possible that I didn't know this about two of my closest colleagues? Sadly, it was not only possible, it was true. How could I truly connect with my colleagues if I didn't know these important things about them? How could I help them achieve their hopes, dreams, and beliefs if I had no idea what they were?

Please don't think we can stop with merely learning their hopes, dreams, and beliefs. We also need to know if they are working on the right things. Not meaning doing their assigned projects correctly but working on the things that set them in the direction of achieving their

hopes and dreams. The next important question is this: Is the work they are doing energizing them or draining them? I was recently having a discussion with a man who had worked for the same company for 15 years. He's loyal, dedicated, and passionate about his work. For the past two years, his stress level had steadily increased. His wife often encouraged him to look for work elsewhere for reasons of his health, but he loved what he did and the people he worked with. Shortly before we spoke, the employer and employee mutually decided that it was time for him to leave and seek employment elsewhere. How could this happen? How could a model employee who loves the company and loves the products get to a point where the only option is to leave? His employer knew about his hopes, dreams, and beliefs but ignored the type of work he was best suited for. Instead of positioning him for success by having him work in his strengths, or as management author Patrick Lencioni says, "his working genius area," he was left to work in his frustration areas where he would be average, at best. Over time, working in his frustration areas took a toll on every aspect of his life, and he left to apply his gifts elsewhere.

Employee engagement is getting to know your team members for who they are and want to be. It is learning why they come to work rather than just ensuring they arrive on time. It is remembering daily that they are human beings, not human doings. When we get to know the people we work with at this personal level, employee engagement is easy. It is the one thing that will drive employee productivity, employee retention, and, once the word gets out, it is the one thing that will draw the best people to your organization.

David Freund is MACNY's chief leadership officer and a certified speaker, trainer, and executive coach with the John Maxwell Team. Contact him directly at dfreund@macny.org.





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A rendering of the proposed Micron megafab facility to be built in Clay, New York starting in 2024. PRELIMINARY ILLUSTRATION, SUBJECT TO CHANGE, COURTESY MICRON TECHNOLOGY



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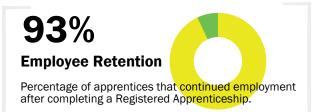
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- John Scharr, Maintenance Supervisor and Apprenticeship Program Manager, BAUSCH + LOMB

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